

MAJOR RESPONSIBILITIES:

To be responsible for supervising a team of professionals, implement policies, identify opportunities, and drive improvements through regular interaction to achieve individual and group goals

Performance Management (Coaching Conversation, Goal Setting, Scorecard/Incentive Discussion, Case Monitor)

HR Related Tasks (Etime, CA Issuance, LWOP Filing, HR Regularization, Offboarding)

Others: Calibration, ODR and NPI Audit.

1. Operational performance. Provides periodic performance data to the Sr. Unit Manager by analyzing daily, weekly, and monthly performance trends; Inspects data accuracy on team reporting (i.e. DID and HR roster);

2. Process improvement. Conducts scheduled and random audits to ensure compliance with all applicable laws and regulations; Identifies opportunity areas and implements strategies in collaboration with other stakeholders to improve process and customer service delivery

3. People development. Provides sub-functional leadership to a team professionals, including recommendations for hiring/ termination, approval of time records, schedule adherence, deployment, mentoring, performance review, pay recommendations and administrative decisions; regularly conducts focus group discussions on employee concerns

4. Organizational collaboration. Maintains strong and collaborative partnerships across the organization, including HR, Ops Desk, CRE, to positively influence service delivery and customer satisfaction

5. May be assigned / rotated across other related sub-functions including but not limited to sub-functions within Operations

- Back Office Processing: Supervises sub-functional team handling inbound calls to manage and resolve credit bureau scores disputes
 - Collections: Supervises sub-functional team handling inbound and outbound calls to manage and resolve delinquent accounts
 - Fraud/ Disputes: Supervises sub-functional team handling inbound and outbound calls to identify, investigate and resolve fraudulent activities in order to address customer's needs and concerns appropriately. Also handles escalated systems issues and calls
 - Servicing: Supervises sub-functional team handling inbound calls to manage and resolve credit card concerns
 - Ops Desk: Supervises sub-functional team handling workforce and schedule management
 - Training: Supervises sub-functional team planning, delivering, and evaluating technical training requirements
6. Other job-related duties that may be assigned from time to time

Trainer- Facilitated learning and e-learning modules focused on company value needs. Defined standards and processes for analyzing performance and strategizing for improvement. Aligned employees to customer care behaviors and practices that support and equip the organization's success through process confirmation, execution and feedback.

<https://docs.google.com/spreadsheets/d/1oOTr405DkobHdw1AGmle8XAcpVe93LPpOjlYqBPNNrE/edit#gid=0>

Tell me about yourself/What's your capital one journey?

- I'm Francis Ivor Millar but everyone calls me Kiko. I started my Capital One Journey as an inbound TSC agent back in June of 2018. I am actually about to celebrate my 4th year anniversary with the company. In a little less than 4 years, I have already gathered so many meaningful experiences that I can consider milestones in my career. In July of 2019, I moved to Representments where we work on cases during a dispute cycle and during this time, when Empath and Walmart were launched in Alabang. I was part of the pilot team that used Empath in filing Walmart Dispute cases.
- I was also part of the selected individuals who launched FDO processes in Concentrix Clark Pampanga, one of our Supplier Sites. There, I was given the opportunity to share my subject matter expertise to associates in Training and in Nesting. I am also happy and proud to share that I am one of the associates who volunteered to report to work during Code Red.
- These experiences have actually inspired me to yearn for more growth and development and that's why I worked my way into becoming a WOW Warrior. I have been with the WOW Warrior family for almost two years already and I am thankful everyday for the opportunity to coach and influence my peers.
- On top of this, I am also grateful for the opportunity to establish a solid and productive partnership with the GURU Team and the Serve Customers Workstream, in continuously providing all the support that our LOB needs. This also paved the way for me to experience one of the biggest breakthroughs in my career, and that is to be given the opportunity to create a Support Program and act as a temporary Unit Manager for a team in Repre.
- At this point, I can say that I have gone through the main things that I have initially set out as aspirations, which was to experience the full extent of being a beacon of excellence. I am proud to share that I am part of 2021's Best of the Best Awards as a 4-Peat ROAR awardee, a 5 time Prestige Awardee and a 4 Time WOW Warrior of the Quarter in 2021 for the entire Capital One.
- I have also realized and fully embraced the people leader in me as a WOW Warrior and that is through coaching, teamwork, and to bring brilliance back to basics through performance and execution. Being a catalyst of change and improvement is always a welcomed challenge for me. And with all the changes that I have plugged in my DNA, and through everything that I have gone through, there is a continued sense of pride and ownership, and as always, a progressive and specific sense of purpose attached to being an aspiring leader. And all things considered, I feel renewed and ready for the UM Role.

Why do you want to become a UM?/Why should we hire you?

- I want to be part of the amazing pool of people leaders in Capital One. Being exposed to diversity in FDO is one of the things I am privileged to experience. That is why I am grateful for all the managers I have met and I have worked so far.
- Throughout my career here in Capital One, I have come to realize that working with people is something I am very passionate about. These meaningful experiences that I have gathered fueled my passion to also become a Unit Manager. By the way, this is actually my third application and since my first attempt, I realized that regardless if I have the title or not, my passion for people did not change.
- I consider myself lucky because I am given the opportunity to leverage on this passion to continuously provide support to my peers and to my LOB through the WOW Warrior Program. Over the years, I have developed a sense of purpose and that is, to always be willing to lend a hand through whatever type of support that is needed. That is why, whenever there is an opportunity to help, I always make myself available; may it be through coaching, facilitating ad hoc activities, presenting in staff meetings, or simply driving my peers to be better.
- When I had the opportunity to act as a temporary Unit Manager for a team in Repre, I was introduced to both the complexity and the beauty of being a people leader. It also helped me better understand the basic UM tasks in a broader spectrum. These realizations inspire me every day to always think and act like a leader whenever I am coaching my mentees, whenever I am given the chance to lead the team and whenever I present myself to my peers and to the leadership team.
- Through the years, I can say that I have grown and learned so much. But I believe growth is a never ending process that is why I am challenging myself to tap on new experiences, to know and learn more things that would elevate my competencies, expand my influence and inspire more people to also aspire for more. And I believe this promotion will give me that opportunity.

Preferred LOB in case you get promoted?**Different LOB**

- As a newly promoted Unit Manager, I believe my responsibility is my people. I wanna be a Unit Manager regardless of what LOB I will be placed in. In the first place, I applied for a Unit Manager position in Capital One and not just in my LOB. For me, process is something that I can always learn but what matters for me most is how I establish and build relationships with my people, with my leaders and my fellow Unit Managers. So regardless of whatever LOB I will be placed in, I am always up for the challenge.

What are the things that you are currently doing that are related to the post you are applying for?**What's your edge?****Why should we hire you?**

- As a WOW Warrior, I take part in different work streams that aim to purposefully support and impact both associate and business performance. Aside from being an individual contributor, I continuously take part in my means to support our operational rigor and continue to become a change lead and elevate my competencies. As I continue to respond to the clarion call for process improvement and alignment, I am integrated to case and task calibration sessions with the SCW and take part of the Pre-internal calib between the SCW and the GURUs, as well as the holistic calibration with the entire UM+ population of Representments.
- I am also grateful for the opportunities to talk through performance, initiatives, and results via Repre Staff meeting presentations and FDO WOW Warrior Quarterly Stand Up. And as I faithfully stay true to my mission as a beacon of excellence and as an elite coach, I would like to share my milestones so far for the quarter.
- By the start of Q1, I am grateful to have led the establishment of a solid and productive partnership with the WOW Prime. Together we have built a structured process in the culmination of the Project Hermes Nesting Support. Through collaboration, a proactive approach was realized in the execution of the nesting expectations. I have led my WOW peers in the facilitation and the execution of peer to peer coaching expectations on LA TNPS both for Project Hermes and Repre to TSC SWAG agents. I have also partnered with the GURU Team and the WLP in spearheading the creation and the facilitation of both Project Hermes and SWAG Back to Repre Refresher. Collaborated with TSC UMs and the Repre WOW Warriors in creating Repre-TSC Matrix for Project Hermes Agents. Tapped on my subject matter expertise for immediate action on PnP related consults and floor support. Partnered with the SCW and Project Hermes' Unit Managers for quality reviews that needed line manager intervention.
- These partnerships helped witness our efforts evolve from root to fruit in achieving a successful launch of Project Hermes and the Repre to TSC SWAG Deployment. This can be evidenced by their performance. The team was able to secure Live Agent NPS of 68.89 which is above the site's goal of 62. BI Adherence is below the threshold which was just 85.56% but I am happy to share that the team was also able to maintain 100% PR Adherence. On top of this, we are also gratified for the positive feedback that we have received from our stakeholders, the agents and the leadership team.

Important Role of a Unit Manager**Leadership Principle**

- A Unit Manager's core should be his or her people. I believe that our people define our purpose as leaders. They are the reason why we are here and why we are called people leaders. I remember one live talk that I attended where Boss Paulo Isidro was the speaker. He shared with us that as aspiring leaders, we should always bear in mind that the number one job of a Unit Manager is being a people leader and that we should always be a people leader first before anything else. This resonated with me up until today and I wanna carry this on regardless if I have the role or not. And for me, a good leader is someone who manages to deliver all of his/her tasks without compromising the time with his/her people.
- But if I have to be more specific, coaching for me is the most important role of a Unit Manager. It is through coaching that I can apply the principle: Teach-Trust-Develop. I want my people to see me as a leader who they can reach out to, whenever they need assistance with their roles. I want to be their main source of information. For Trust, I want to be in a high trust environment where I trust my people, my leaders and they trust me in return. This is something that I want to earn by leading them by example. Lastly, another important role of being a leader is to also create leaders. I want to instill a growth mindset to my people for them to aspire for development. I want to create, if not someone like me, someone who is better than me.

What is your 30/60/90?

- The first 30 days is always about building relationships. You cannot lead your people when you don't know them. In my first 30 days, I will build this relationship by knowing what inspires them, what drives them to work. It's a way of understanding what type of approach to use in leading them. I will also start building my relationship with my peers and with my Boss and I'll allow myself to get the rhythm by observing my fellow UMs and copy best practices as much as I can. While doing this, I would also take time in understanding the landscape on a granular level by knowing the culture of the LOB that I will be working with.
- 60 days is all about making sure to have a buddy system. Since I have already observed, I would then start determining what my team and my people need. I will also continue to seek and ask for constant feedback from my fellow leaders with minimal supervision from my manager to check how I am doing. I will also get the grasp of what's really going on in the business, and start learning its strengths and its needs. Then in the next 90 days is all about execution. I will apply all the best practices I have gotten from my fellow leaders and start addressing the opportunities I have observed from my team. I will also start addressing the needs of the LOB that I have cited and start contributing to the areas of my LOB that need support. And whatever feedback I will get, I will use that as a benchmark in continuing to do my tasks in the succeeding days.

How did you work on your feedback from your last application?

How did you prepare for this?

- When I didn't get the post from my last application, the feedback I received focused mainly on my opportunity to have been consistent in exhibiting confidence when responding to questions and to work on being better in terms of managing and being more efficient with my tasks. I had so many takeaways from my last application and I am just thankful as it made me cognizant about my opportunities.
- From my last application, I continued to be consistent in my efforts to further develop my competencies. I partnered with my Unit manager as well as my peers in WOW to work on my opportunities and to determine the best course of action that would help me improve. With their help, I have learned the importance of the Calendar, having a Task Map per activity and most importantly, the delegation of tasks. As a best practice, I send calendar invites to myself and to my peers as a reminder of the necessary tasks that we need to finish both on a daily and a weekly basis. I also take advantage of the Eisenhower Matrix which helps me make the distinction between tasks that are important, not important, urgent and not urgent.
- So what I do now is that I list down all my tasks and categorize them based on their level of priority. I have benefited greatly from this practice when the Repre WOW Warriors have effectively fulfilled our Project Hermes Nesting Support Tasks alongside all other WOW and Repre related tasks. This can be measured by not only the success of the project but also our 100% completion in Performance Coaching, call or case evaluations, nesting related topic discussions and all other ad hoc initiatives that we have set out during the said project.
- To address my opportunity in being more confident in responding to questions, I reached out to different UMs and SUMs and enrolled myself in some sort of UM Internship Program to discuss UM related tasks, check my current progress and talk about different leadership journeys. I must say that these conversations with different leaders have boosted my confidence and made me realize that I should be grateful and proud of all my accomplishments. It also broadened my perspective about the leadership role and influenced me to start to think and act like a leader. Biggest takeaway from them is, confidence is about knowing your opportunities and your ability to work on these opportunities.

What's the most difficult task of a UM?

Difficult Situation

- I have actually asked this question to at least 5 different leaders already and the common denominator of their answers is about their ability to effectively juggle workstream tasks and the needs of their team.
- When I had my UM mentorship program, most of the leaders that I talked to shared that this is common to the majority of the leaders in Capital One, and that this is something that I will experience in the future as well. While it's really challenging to perform all of your tasks, and sometimes it gets crazier because they're so many, I learned one very important lesson in this difficulty. And that is to have emotional stability. Sometimes, if not most of the time, the job itself and the tasks in between can really be overwhelming. And as a leader, "when the going gets tough, the tough get going" (when there are problems, strong people work hard to solve them). It takes emotional intelligence to be considered a better leader. And having emotional maturity is something that can't be learned overnight as it requires experience to master. This has become my constant reminder every time I am faced with difficult and challenging situations. I have also made use of this emotional maturity when I was at a point where I wanted to just let go of all of my WOW Warrior responsibilities and just focus on my own performance. I can consider this one of the difficult situations I have experienced so far. I remember the feeling of having too many tasks and having no motivation to perform. The worst part is, I kept it all to myself and did not talk to anyone about it. But I acknowledge that this was a mistake that I did not and will never commit again.
- When my manager noticed that I was not my usual self, she asked me if everything was okay. And that was just the time that I shared my demotivation. She told me to take the day off and just rest. So over the weekend, I rested well and took all the time to just relax. I also spent some time thinking of the reasons why I applied for the WOW Warrior role in the first place and all the other reasons why I come to work everyday. It's just funny because while I was having a moment, a colleague called me and shared that she wanted to resign. Sometimes, timing has a funny way of messing with you sometimes. So I lent my ears and listened to her sentiments, and ended up giving the advice that I realized I also needed during that time.
- Yes, it may have been a weird coincidence, but I am thankful for it because it reminded me of my purpose. That is why whenever I face any type of difficulty right now, I have developed a sense of maturity to step back and rest if needed. I also realized the importance of having a solid support system that I can vent to when I'm going through something. There are still times that I feel overwhelmed by my tasks, but when I feel this, what I do is I spend time coaching either my mentee or my peers. After each coaching conversation, I feel renewed and ready to go.

What's your weakness/opportunity?

- While it hasn't really impacted my performance, I've noticed that I tend to say yes to all favors or requests which leads to- me being overwhelmed by the number of tasks that I need to accomplish. My manager told me that I need to learn the art of saying no sometimes. Especially if the request will not have much of an impact on my growth and development. Since I don't know how to refuse and how to say no, the tendency is that- my tasks pile up and it overwhelms me in a way that I feel disrupted and out of focus. There was this one time when an engagement UM asked a favor if I could host the FDO Town Hall and if I could help with the creation of the presentation. Since it's really my passion to help, I said yes. It was already late when I realized that during this time, majority of the WOW Warrior Pillars in Repré OVN were active and there were only 5 of us who would do all the job. It's also one of the busiest schedules we ever had as we had to juggle multiple tasks all at the same time. From coaching our mentees, to facilitating case calibration sessions or walkthroughs to the teams and presenting WOW Warrior Updates during Staff Meeting. Since I realized that it was impossible for me to squeeze in the hosting, with accountability, I reached out to the engagement UM and apologized for the change of plans. As an alternative, I gave them names of my peers whom I have spoken with and were also willing to help as my replacement. My UM actually heard about this news in a positive way since the engagement UM commended me for being accountable.
- Over time, I have learned and am still learning to set aside time to check and organize my schedule before saying yes to any type of requests. My important takeaway from this is that- yes, we should always be willing to help, but reality is, there are just times that we are not available and we have to politely say no. I have become more aware of this opportunity now that is why whenever I am faced with challenging situations like this, I make sure that I involve my manager before coming up with a decision.

What's your brand?**If I ask your UM/Teammates who Kiko is, what do you think they would say?****Strength:**

- I am a leader with unselfish excellence. When I embraced the people-leader in me, all my actions transcended from being an individual contributor and performer to someone who looks after the welfare of my peers, my mentees and my LOB. I consider myself fortunate Capital One allows me to experience the best of both worlds: being able to perform my tasks as a Repré Associate and excel at it, but at the same time, being able to influence others through peer-to-peer coaching, drive their performance, and lead them by example.
- With all humility, I am proud to share that I am not just able to manage these roles effectively, but also deliver breakthrough results. And this is something I celebrate everyday with my manager and with my peers. The contributions that I have made not only for my team but for my queue can attest to this. On top of my 4Peat ROAR, Prestige and WOW of the Quarter Recognitions quarter per quarter, I have been providing support to my LOB by creating projects that both drive agents' performance and enable engagement. I am always the go to person of the Serve Customers Workstream and the GURU Team whenever they need help in creating ad hoc activities for the repré population.
- When there are no classes to support, I make it a point to create opportunities for me to share my skills through learning activities with my peers, and partner with my Unit Manager in helping her manage the team through sharing of best practices through coaching and through facilitating huddles and team meetings.
- This reminds me of a significant experience that I had when I mentored a colleague, Rodolfo Adulta as he was part of the LOB's mid performers who needed support. He was an agent from TSC so we needed to work on his process knowledge. His opportunity was asking a lot of peers for consults prior to deciding on a case which greatly affected his productivity and efficiency. Through regular coaching sessions, we shared best practices through virtual SBS, reviewed different case scenarios, clarified confusions about certain tasks, monitored and celebrated his progress on a regular basis.
- After a month, we were able to move him to Quartile 2 and then another month after, he reached Quartile 1, which is the population of the top performers. Seeing him now as a ROAR and Prestige Awardee is something that I am proud of. Sharing his success makes me feel that I am somehow accountable not only for his achievements, but more importantly, for his development. And I would want to extend this type of experience to not just one or a couple of agents, but more. I believe that getting the UM post will fulfill this aspiration.

Why should we NOT hire you?

- I trust that Capital One Leaders are capable of discerning if an aspiring applicant is ready for the role or not. Ever since I was an agent until I became a WOW Warrior, I have immersed myself in the basic tasks of a Unit Manager through different extended roles and responsibilities. I have constantly collaborated with different workstreams like the SCW in providing support to my colleagues in Representments. I also made sure that I consistently perform not only as a Repre Associate but more importantly, as a WOW Warrior.
- I have owned my development which did not only give me the chance to leverage on and exhibit my skills and competencies, but more importantly, made me become ready for this application and for the role. Should you feel that I'm not ready for the position yet, in spite of my passion, the hard work and dedication of getting here and being here today, then I think you should not hire me.

What's your LOB's area for improvement?

- The most common challenge among LOBs right now would be keeping people's morale by engaging them. As a Unit Manager, I would like to use my competencies and skills in helping out my team and my LOB's engagement. In these challenging times, I find the importance of keeping the associates' morale high by engaging them through various activities. I have spearheaded several activities in my LOB that involved gamified CYKs and interactive discussions through team meeting invasions. As a WOW Warrior, I have also collaborated with the Serve Customers Workstream and the GURU Team in facilitating fun learning sessions to the entire Repre Population. These initiatives have actually helped the Repre population maintain a balance between driving their performance at the same time, enabling them through engagement. This can be evidenced by the positive feedback we have received from the activities we have facilitated. So far, we have managed to keep above 90 NPS in every team meeting invasion. Since this is not something that happens on a regular basis, I would love to take the initiative on having a program that consistently engages my LOB.

How do you feel about going back onsite?

- Given the chance to choose, I personally want to work from home because of many good reasons. Ever since we started working from home, I must admit that I was able to save not only time but money since I didn't have to spend anything for commuting. With all the benefits, there will be associates who will find it hard to accept the requirement to go onsite; even if it's just twice a month. It may also not be that favorable to me if my shift ends at midnight and I come from a far flung location. Despite this, I personally appreciate how the company values its people by giving us options. I personally feel that we are too spoiled in terms of all the benefits that we are getting from the company.
- The company's consistent effort in providing a safe workplace for everyone, its efforts to continuously adapt to the different changes that would still benefit its associates, and more importantly, the company's ability to unleash malasakit or compassion every single time, are just some of the many reasons why I love Capital One. The company has never failed to amaze me with its ability to make me and everyone realize that Capital One is indeed a workplace of choice.

How will you deliver to your team, news that you don't personally agree with?

- I believe that it's one of the many challenges of a Unit Manager. One relevant example I can think of right now is our transition from Working at Home to working onsite twice a month. With all the benefits of working from home, there will be associates who will find it hard to accept the requirement to go onsite; even if it's just twice a month. It may also not be that favorable to me if my shift ends at midnight and I come from a far flung location. Of course, I understand that it's a business need so as Unit Manager, what I will do is that I will talk to my people individually. Doing this will allow me to address their concerns and emotions properly since every single one of them will have their different reactions to the said change. I will also discuss the pros and cons of the situation and be objective in providing context out of the situation. But I would focus more on the WIIFMs of the said change. If there are concerns that will be raised that are out of my scope anymore, I will seek assistance from my SUM for the situation to be handled accordingly. If you are faced with a difficult situation in your team, as a good leader, you have to do things with humanity, you have to be grounded by compassion and make sure that you are doing the right thing

How will your teammates/friends react once they learn that you are already a UM?

- I am 100% certain that they will be really proud. This application was never a secret to them and in fact, my peers and my teammates are with me in this journey. They are aware of my personal aspirations and I appreciate the fact that they are very supportive of me. They are part of this journey because they are my people. It is through them that I realized how much I love coaching and how much I love helping them grow and perform. They made me realize the value of teamwork and they are one of the reasons why I am here today. So in the event that I will share with them the good news, I will definitely tell them, "We did it guys!"

What will make you leave Capital One?

- Right now, I do not consider leaving Capital One because this is my main source of income and my family depends on me. I have loved Capital One ever since I started working here. I personally appreciate how the company values its people and how it values inclusion and diversity. The company's consistent effort in providing a safe workplace for everyone, its efforts to continuously adapt to the different changes that would still benefit its associates, and more importantly, the company's ability to unleash *malasakit* or compassion every single time, are just some of the many reasons why I love Capital One. If there comes a time that the beliefs and values of the company changes and they are no longer compatible with my own beliefs and values, I may have a change of heart and leave the company. I consider myself lucky because Capital One is not like that. The company has never failed to amaze me with its ability to make me and everyone realize that this company is indeed a workplace of choice.

What is your initiative if you're hired as a UM aside from your core role?

- As a newly promoted Unit Manager, I believe my responsibility is my people. If I get the post, as a people leader, I would want to focus more first on establishing my credibility and relationship with my team, with my leaders, and my fellow Unit Managers. The moment I get the grasp of what's really going on in the business on a granular level, its strengths and opportunities; then, that's the time that I will be able to create a credible plan or initiative that would help the process. My initiative will then depend on the result of my observations in terms of the LOB's strengths and opportunities. If I have to focus on productivity and performance, then I would create an initiative to optimize process and performance. If the opportunity is engagement, then engaging the associates will then be the focus of my initiative.

What will you do on your first day/first week?

- Since I am a mama's boy and I report everything to my mom, I will tell my mother how excited I am for my first day as a Unit Manager. And during my first day, I will take time and let the supervisor role sink in. I will also enjoy the moment and celebrate as a way of congratulating myself because I've finally done it. But assuming that tomorrow is my first day, I will definitely spend time in getting to know my people. We'll then set expectations and discuss basic house rules which I normally experience during the first day with my previous line managers. I will also share with them my journey and the things that I look forward to with them. I am an organized person so I will definitely spend some time in planning my life ahead for the succeeding days and weeks.

How will you coach an agent who has a will issue?

- It is challenging to influence someone if no solid relationship has been established. That is why for me, building trust and relationships are very important prior to setting action plans in coaching agents with will issues. Having this foundation allows me to determine the type of approach I will use to coach my agent. This also helps me to come up with more effective probing questions during the RCA process. I remember one coaching conversation that I had with a fellow WOW Warrior who was losing her interest in her roles and responsibilities. He did not want to be delegated any tasks and was hesitant to be coached. She just wanted to be off-boarded from the WOW Warrior program. As the team's main POC and as someone who is concerned about him, I tried to talk to him. I was declined multiple times because this agent did not feel comfortable sharing yet. So I let her be and instead, what I did was establish rapport by engaging him to small talks. When I realized that I have already established the relationship needed for us to have a conversation, I asked him again if he wanted to talk. I said, I am and will always be willing to listen. After making him feel that I was willing to listen and after ensuring that the conversation was a safe space for us to just share everything, he started sharing. So, he shared with me that the reason he's losing interest was because there's just a lot going on at work, his family life and his personal life. He just felt demotivated. The rest of the things he shared were personal. I allowed him to just share and banked on the things she shared to come up with realistic and collaborative action plans. The most important thing was, I allowed him to realize what really is important to him. Helped him realize as well by looking back at the main reason why he is working. The conversation took us almost an hour, but it was worth it. It ended with a positive note and I prevented my fellow WOW Warrior from being off-boarded from the program.

How will you deal with agents who are more tenured than you?

- The key to being successful in your role as a leader regardless of your team's individual backgrounds is your ability to establish a good relationship with them. So regardless of their tenure or regardless of anything that will differentiate you from your team, If you are able to establish a good foundation with them in terms of relationships, then everything will follow. Should I be placed in a team with agents who are more tenured than me, I will really bank on building my relationships with them first. You cannot lead people when you don't know them. So I will take the time to know what inspires them, what drives them to work. This way, I will have a better understanding of the type of approach to use in leading them.

How will you deal with outlier agents?

- The key to being successful in your role as a leader regardless of your team's individual backgrounds is your ability to establish a good relationship with them. So regardless of their background or regardless of anything that will differentiate you from your team, If you are able to establish a good foundation with them in terms of relationships, then everything will follow. Should I be placed in a team with outlier agents, I will really bank on building my relationships with them first. You cannot lead people when you don't know them. So I will take the time to know what inspires them, what drives them to work. This way, I will have a better understanding of the type of approach to use in leading them. One important lesson I have learned from my UM Mentorship Program is that, when the time comes that I will handle my own team, I should always bear in mind that people are always diverse. That just because things worked for me, doesn't always mean it will work for everyone. These words have resonated with me up until today. That is why, when the time comes that I will have my own people as a leader, I will make sure to know them individually first, and from there, work my way to developing them to not necessarily someone like me, but more importantly, as someone who knows their purpose.

What do you consider your biggest failure up to date?/Mistake

- It would be the time when I applied for the UM post but I didn't get it. It's not about the failure of not getting the role, but more on the feeling that I have fallen short in expressing my passion and in sharing my story. But eventually, I have accepted the fact that it was someone else's time and it was not mine yet. I actually did not dwell too much on the reasons why I did not make it and instead, focused on the things that I could do to be better. That is why regardless if there are UM Post Openings or not, I have made sure to have a continuous program that would help me further develop my skills as a leader. With the help of my line manager, we have created a UM Mentorship program where I get the opportunity to talk to different leaders in my LOB and in FDO. So on a weekly basis, I personally schedule a meeting with different UMs and SUMs and talk about their leadership journeys, how they worked their way to becoming a leader, their struggles and their big wins. These sessions have also given me the chance to talk about my aspirations, the steps that I am taking to achieve my goals and all the things that I am doing as I prepare myself for the leadership role. Now, I am at a point where, regardless if I have the title or not, my passion will not waiver. That regardless if I am faced with any type of challenge, I know my core and my purpose. And that is to coach, to influence and to help someone get better.

Can you share a situation where you were provided options to a certain problem? What made you choose that option?

- There was a time when I was given the option to transfer to the Prime Shift due to bandwidth needs. My Unit Manager explained to me that I would greatly benefit from the transfer as I will be exposed to more roles and responsibilities since the Disputes WOW Warriors in Prime have back to back classes compared to the OVN Schedule and they also cater to TSC Agents hence, I will have the opportunity to gain more critical incidents. As someone who is always hungry for growth and development, I could have easily accepted the offer. But as the main POC for both my team and the WOW Repre OVN, I opted to stay in my current shift not because I don't want to be exposed to more roles but because I wanted to take the challenge in establishing the WOW Warriors in the OVN. I also felt that I was needed more in the OVN shift. This actually allowed me and my fellow WOW Warriors to come up with initiatives and projects which helped not only drive associate performance but also instilled a growth mindset in them. It makes me happy that I have made the decision to stay because right now, we have established our credibility to our peers in Repre and the leadership team. This can be evidenced by the positive feedback that we receive from them in every type of support that we provide.

Pandemic

- The pandemic has taught me the importance of having a solid support system. I had to learn it was okay to ask for support when I needed it and I learned how to ask for it. You can get support from your family, friends, peers and your managers. They are your support system in times of crisis. I also learned new skills because of the pandemic. These challenging times had put me in positions where I had to develop skills I rarely used before, such as adaptability. I learned to make the best of the challenges presented and found new ways to connect and collaborate with people. They say hindsight is in 20/20 vision and that is true of the last year. It gave me a greater perspective on my career path as I evaluated my coping strategies and worked through what was and wasn't working for me. It gave me a new trajectory, and that is to lend a helping hand to those who need it in these challenging times. Yes, the pandemic has truly shaken us. I am thankful for all the lessons it taught me and for making me a support system by someone else. Through it all, I learned more about myself, getting closer to the person I want to be. I learned to be a friend and to be mature amidst so many new trials and I believe I am better for it.

What did you contribute to the LOB you supported?

- As a WOW Warrior, I take part in different work streams that aim to purposefully support and impact both associate and business performance. Aside from being an individual contributor, I continuously take part in my means to support our operational rigor and continue to become a change lead and elevate my competencies. As I continue to respond to the clarion call for process improvement and alignment, I am integrated to case and task calibration sessions with the SCW and take part of the Pre-internal calib between the SCW and the GURUs, as well as the holistic calibration with the entire UM+ population of Representments.
- I am also grateful for the opportunities to talk through performance, initiatives, and results via Repre Staff meeting presentations and FDO WOW Warrior Quarterly Stand Up. And as I faithfully stay true to my mission as a beacon of excellence and as an elite coach, I would like to share my milestones so far for the quarter.
- By the start of Q1, I am grateful to have led the establishment of a solid and productive partnership with the WOW Prime. Together we have built a structured process in the culmination of the Project Hermes Nesting Support. Through collaboration, a proactive approach was realized in the execution of the nesting expectations. I have led my WOW peers in the facilitation and the execution of peer to peer coaching expectations on LA TNPS both for Project Hermes and Repre to TSC SWAG agents. I have also partnered with the GURU Team and the WLP in spearheading the creation and the facilitation of both Project Hermes and SWAG Back to Repre Refresher. Collaborated with TSC UMs and the Repre WOW Warriors in creating Repre-TSC Matrix for Project Hermes Agents. Tapped on my subject matter expertise for immediate action on PnP related consults and floor support. Partnered with the SCW and Project Hermes' Unit Managers for quality reviews that needed line manager intervention.
- These partnerships helped witness our efforts evolve from root to fruit in achieving a successful launch of Project Hermes and the Repre to TSC SWAG Deployment. This can be evidenced by their performance. The team was able to secure Live Agent NPS of 68.89 which is above the site's goal of 62. BI Adherence is below the threshold which was just 85.56% but I am happy to share that the team was also able to maintain 100% PR Adherence. On top of this, we are also gratified for the positive feedback that we have received from our stakeholders, the agents and the leadership team.

Head Start Question:

- I actually felt sad when I learned that I did not make the final selection for the Head Start Program. But after that, I did not dwell on the reasons why I did not make it and instead, focused on the things that I could do to be better. Head Start could have been a great addition to my critical incidents and it could have been a huge opportunity for me to gather more experience. But aside from these great opportunities that I could have gotten in the program, I believe that I have already gathered enough experience and have already worked on the opportunities from my last UM application which would still make me qualified to apply for the UM Opening. If Head Start was not meant for me, I hope this UM Post will be.

Was there a time that you adapted to change and what did you do to be able to deal with it?

- The time when I moved from TSC to Representments as part of the Feeder strategy. I knew that the transition from one queue to another will require different skill sets, so what I did was to take advantage of getting assistance from the GURUs on the production Floor. I make it a point to ask them about tasks that are unfamiliar to me so I can expand my knowledge and be proficient with the queue that I am supporting. In addition, I also worked closely with my Unit Manager in assisting my team on huddles and process improvement meetings. Due to the efforts I have done, it came to a point that I was comfortable with process related skills which then heightened my knowledge and honed my competencies. I did not realize that I was already proficient not until I received my ROAR, Prestige and WOW of the Quarter Awards quarter by quarter. These learnings actually led me to be here today and I am just so thankful that I made the decision to embrace that change.

Temporary UM Assignment

- Back in July, I acted as a Unit Manager for a team in Representments after their UM resigned and while waiting for their new UM's onboarding to finish. My access was only limited and I was only responsible for the team's ADP/Goal Setting, Weekly Coaching, Daily Prep Time and Weekly Team Meeting. I took advantage of this and maximized the time to really treat it as if I was their actual Unit Manager. Since I was responsible for important procedural updates, I made sure that I came in earlier than my shift to prepare. So when there was something that I needed to cascade to them, I made sure that I had all the information listed down for me to not miss out and for me to provide the update in a structured and a more concise manner. When they had questions about their cases, I was also the first person they would reach out to. This resulted in the team's significant decrease of the number of GURU consults for the entire 3 weeks as I was able to cater to their queries and answer them instead of them spending the time to wait for an available GURU. Comparing their June performance, where the team's PBQA is at 98.64%, their BI Adherence at 96.88% and Reliability at 99.41%, I am happy to share that during the time I acted as their Unit Manager, the team was able to maintain 100% across PBQA, PR/BI adherence and reliability. This experience gave me the avenue to exhibit my coaching skills and practice teamwork. It also allowed me to gain the experience needed which helped me better understand the basic UM tasks in a broader spectrum.

What are your long-term career goals?

- I wanna be part of Capital One's Senior Leadership Team. After becoming a Unit Manager, I plan to move into the senior management team in the next five-10 years. If I get the post, I believe that my role as a Unit Manager will give me a lot of leadership experience to accomplish that long term career goal.

How do you evaluate success?

- For me, success is setting a goal, planning the steps required to achieve it, and effectively implementing that plan. Once I think I've achieved that goal, I've succeeded.

Can you tell me more about yourself that is not written on your resume?

- I was once a seminarian and spent 2 years in the seminary. I'm actually thankful for the experience because it taught me the value of time and discipline. These values have also helped me a lot in performing my role here in Capital One as an associate at the same time, as a WOW Warrior.

If you will to save an agent is it the performer but high absenteeism or non-performer but always present? - should be bulleted/specific

- I will save a non-performer but always present. Skills can always be taught especially if proper root cause analysis is done.
- How can we teach someone additional skills if that person is not always around

Describe the most gratifying moment of your career

- When I was selected to be part of the team to launch a process in Concentrix Clark Pampanga, one of our Supplier Sites. This opportunity happened the 1st week of March last year and I was given the chance to facilitate process related classes and support Nesting Agents. This experience heightened my knowledge by knowing additional skills and has allowed me to step out of my comfort zone.

2-3 achievements

- The chance to provide support to one of Capital One's Supplier Sites. I was given the opportunity to facilitate classes in Concentrix Clark Pampanga and support agents. This experience heightened my knowledge by knowing additional skills and has allowed me to step out of my comfort zone.
- Me being a WOW Warrior is also an achievement for me. As someone who always hunger for growth and development, I am grateful that I get to exhibit my competencies through coaching, reporting during staff meetings and in providing supplemental support to my LOB. I am just thankful that I am a WOW Warrior because it allows me to grow and learn new skills through extended roles and responsibilities. This did not only heighten my knowledge and added experience to my career. But more importantly, it inspired me more to also influence others to always aspire for growth and development.

Biggest takeaway from your role.

- My experience as a WOW Warrior has taught me the value of teamwork and the importance of being a team player. Setting a goal for the team requires constant collaboration with colleagues as this leads to better results.

What was the biggest mistake you've done and how were you able to handle it?

- I can only think of one in my entire career here in Capital One. As I became tenured and familiar with the Representation Process, I did not realize that I have developed the habit of always relying on what I know, instead of relying on my resources. I remember getting my first and last PR Error in Repre. I made a mistake in decisioning a particular case because I missed out the update in HowTo and relied on the current information that I know. This incident taught me to always rely on my resources and I have not committed the same mistake again. As a result, I have not gotten any type of error on any of my cases ever since. In addition, it developed my confidence that all the cases that I work on are accurate.

How do you coach a non-performer? - should be bulleted/specific

- I first conduct Root Cause Analysis for me to determine if the reason for the agent not performing is due to skill or will.
- I then profile my coachee to ensure that I will be able to apply the right coaching approach.
- I will then set SMART Action plans guided by the result of the RCA I have conducted and will do a follow thru if action plans are materializing.

Was there a time in the past wherein you encountered an obstacle and how did you overcome it by thinking outside the box solution?

- Just recently. We were in the process of finalizing the timeline of activities that the WOW Warriors plan to hold for the first half of 2021. Along the brainstorming process, we realized that there were 2 activities that will be launched in the same week. The problem was, it was impossible for us to hold the 2 activities at the same time as both were planned to be facilitated via Team Meeting Invasion and the WOW Warriors were only approved to spend 10 mins out of the 30 mins team meeting. We were able to address this by taking advantage of the Whiteline hours. Since the WOW Warriors are tasked to hold an activity during Whiteline, we have decided to hold the other activity that will cater all teams in REPRE OVN. As a result, we were able to keep the timeline. .

How will you deal with agents who are more tenured than you?

- Should I be placed in a queue or an LOB that I am not familiar with, I will find the balance between establishing my credibility in proving that I am worthy for the role, at the same time, I will bank on establishing a good relationship with them regardless of their tenure. I will follow a specific 30-60-90 day action plan.

REPRE's performance:

For the past few months, Repre has been consistently able to pass the Key Performance Indicators.

PR Adherence- 99.6% (Goal is 95%) (14 PR Errors for Q3: 7,3,4)

BI Adherence - 98.3% (Goal is 95%) (71 BI Citations for Q3: 23,31,17)

(Despite the change of how Unit Managers rate agents in managing cases) PBQA - 98.01% (No established goal for PBQA)

Since OCE was initiated, OVN and Prime Teams are no longer taking in calls right now.

Reliability- 98.7% (goal is 96%)

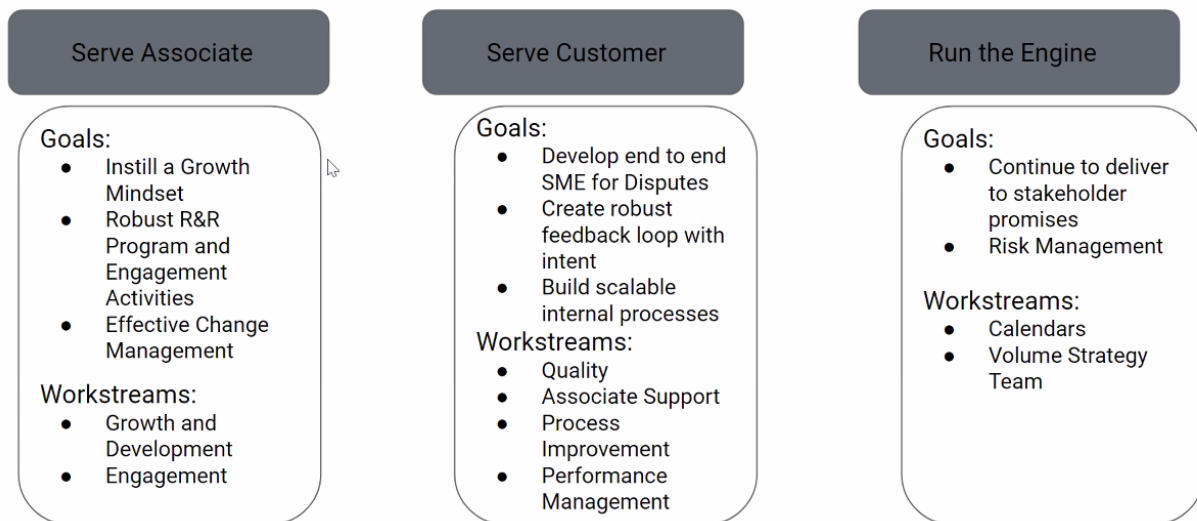
CWPH - Empath - 6.63, No Chordiant (No established goal for PBQA and Empath CPH but usually our CWPH for Empath is around 6.

Would you choose the people or the management?

- As a newly promoted Unit Manager, I will first establish credibility and respect with my leaders. Once I am able to have that foundation in my team, the relationship will come next. For I know I can influence them in driving results.
- Since I'm going to be new to the role, it's better for me to have that mindset

- In fact, when we were still in the process of determining the type of support that we would provide for Project Hermes, I volunteered to lead the onboarding of the WOW Warriors in OVN and in planning and creating the different nesting activities that would be used in the project.
- Back in July of this year, I was tasked to create an Interim Support Program for agents with UMs who are on prolonged leave. So I banked on the experiences I have gathered so far, sought assistance from my leaders and collaborated with my peers. With this collective effort, I was able to deliver what was asked. I presented it to the entire Repre Leadership Team and got approval from them to execute it. The best part is, I have also benefited from the program I created since I acted as the UM for previous Team Nancy while waiting for the onboarding of their new manager to finish. During this time, I was responsible for the team's weekly coaching and team meeting and their daily prep time. This was just a 3 week stint but I can say that despite these challenging times, I was able to influence these agents to deliver. This can be evidenced by their performance for the month of July. This team was able to maintain 100% across the team's critical metrics. The entire experience along with the other significant experiences I have gathered so far, is actually my deciding factor why I want to become a UM. Also, I am thankful for and am inspired by all the managers I have worked with here in Capital One. In fact, they are also one of the reasons why I am here today. I wanna give back and I believe this promotion will give me that opportunity to influence and inspire more people to aspire for more and have this growth mindset as well.

Pillar Objectives



Critical Incidents that would make the interviewer realize that you are ready for the role.

Situation

Task

Action

Result

Reflect and focus on few items that would highlight my accomplishments

We have chosen CPH as the focus metric specially now that we are no longer doing outbound, its important to maximize associates productivity and efficiency. Furthermore, CPH is the metric used as a tie breaker for incentive

Kiko has acquired good experience but is only limited to WOW. Kiko should start working with different Workstreams outside current LOB.

There were answers that were spot on but Kiko struggled in painting a clearer picture when asked about handling difficult situations. Answer should be more structure

Strengths:

Ability to leverage on skills to help other people grow (WOW Warrior)

Proactively addressed feedback provided from the previous UM application

Acted as interim UM for a team in his queue while waiting for the replacement UM

Worked on projects that demonstrated ability to collaborate well and influence peers, GURUs and leaders in his queue

Understands the importance of coaching as a critical tool for development and creating more leaders (coaching experience as a Nesting Team Leader in previous company for 1 year and as a WOW Warrior in current queue; mostly performance coaching with root-cause analysis and formulation of action plans for identified opportunities)

Results oriented and is targeted with action plans

Areas of Opportunities:

Working on being better in terms of managing and being efficient with his tasks (maintains a list of daily tasks and does prioritization)

Consistent confidence when responding to questions (observed uncertainty and hesitation with the answer to one of the questions)